



CONTINUING THE JOURNEY

VDOT Improvements Since 2002

VDOT is on a journey of innovation and improvement to become a 21st century transportation mobility agency. For VDOT, this journey began in 2002 with our efforts to improve our business and deliver a world-class transportation program on time and on budget. The accomplishments outlined in this publication chronicle the steps that have led us so far on this journey.

VDOT FAST FACTS

VDOT maintains the third-largest state-maintained highway system in the nation, including:

- Nearly 58,000 miles of roadway
- 20,000 bridges and culverts
- 6 tunnels
- 3 toll facilities
- 4 ferry services
- 41 safety rest areas and 10 welcome centers
- 107 commuter parking lots
- 212 million vehicle miles traveled annually
- Approximately 8,800 employees

VDOT BUDGET AND FUNDING

FY 07 budget of \$3.8 billion

- \$1.5 billion for maintenance
- \$1.2 billion for operations, debt service, payments to agencies, administration
- \$1.1 billion for system construction

Funding Sources

- Federal Sources (\$1.159 billion)
- State Motor Fuel Tax (\$844 million)
- State Motor Vehicle Sales & Use Tax (\$575 million)
- State Motor Vehicle Licenses (\$166 million)
- .5% of the State General Sales & Use Tax (\$407 million)
- Other Revenue Sources (\$639 million)

RESHAPING THE TRANSPORTATION SYSTEM

- Successfully integrated public-private partnerships into our program:
 - Completed Virginia's first (and the nation's third) concession agreement, ceding operations and maintenance responsibility for the Pocahontas Parkway to Transurban. This saves taxpayers more than \$240 million in future maintenance costs
 - Solicited PPTA proposals to relocate and expand capacity on Route 460 east of Petersburg. Three proposals are under review.
 - Signed an interim PPTA agreement with Fluor-Transurban to build the I-95/395 high-occupancy toll or "HOT lanes" project that will use congestion pricing to pay for road expansion and to control congestion in the nation's third most congested region
 - The I-495 HOT lanes project, also being built in partnership with Fluor-Transurban and funded partially by the budget surplus, will add four variable-toll lanes along a 12-mile section. The environmental documentation is complete, and VDOT and Fluor-Transurban are working to complete the finance plan.
- Delivered major projects on time and on budget to improve mobility throughout the Commonwealth. Major successes include:
 - Completed the first span of the Woodrow Wilson Bridge
 - Completed the first highway design-build project in Virginia, a new interchange to serve APM (Maersk) terminals in Portsmouth
 - In anticipation of Jamestown 2007, widened Route 199 to four lanes as a design-build project and finished 14 months ahead of schedule



The Pocahontas Parkway was VDOT's first PPTA project. VDOT signed its first-ever, and the nation's third, concession agreement in 2006, transferring operations and maintenance responsibility to Transurban.

- Completed the first phase of the Virginia Capital Trail, Virginia's first stand-alone bike and walking trail project
- Expanded Route 17 to four lanes through the environmentally sensitive Great Dismal Swamp. VDOT was nationally recognized for our environmental efforts on this project.
 - Recognized nationally by the Federal Highway Administration (FHWA) for protecting wildlife and preserving the ecosystem
 - Designated as an Exemplary Ecosystem Initiative
- Became one of the first state DOTs to establish a System Operations program that focuses on maximizing capacity of the existing highway network, increasing safety and using technology to address congestion along major travel corridors
- Implemented 511 to provide a one-stop shop for motorists to get the latest real-time traffic and travel information. This service is available by calling 511 from any phone in Virginia or logging onto www.511Virginia.org
- Outsourcing interstate maintenance by July 1, 2009, as directed by the Code of Virginia
 - 157 miles of interstate already outsourced
 - 668 miles scheduled to be advertised in FY07
 - 398 miles scheduled to be advertised in FY08
- Implementing the Governor's initiative to align land use and transportation planning activities legislation through requiring localities to work with VDOT in considering the traffic impact of development projects (Chapter 527 regulations)
- Pursuing a strategy offering to transfer maintenance and construction responsibilities to localities that wish to assume local control over transportation programs. These efforts include:
 - Executed an agreement that provides for the transfer of the Dulles Toll Road to the Metropolitan Washington Airports Authority after certain conditions are met
 - Transferred Suffolk secondary road maintenance to the city of Suffolk
 - Transferred Route 164 rail relocation project from Department of Rail and Public Transportation to Virginia Port Authority
 - Implemented transfer of construction responsibilities to eight localities in the First Cities initiative, representing 35 percent of state urban construction:
 - Harrisonburg, Bridgewater, Charlottesville, Hampton, Richmond, and Virginia Beach completed
 - Newport News and Lynchburg are under way
- Established three Highway Safety Corridors on areas of interstate with high accident rates
- Developed a new vision for I-81 that incorporates short-term safety improvements and rail upgrades, and identifies long-term highway needs



The Dashboard is VDOT's nationally recognized project management tool to let the public and VDOT leadership monitor the status of key metrics.

ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS IMPROVEMENTS

- Promoted accountability and improved transparency through the Dashboard, which enables the public to review VDOT's performance in critical service areas: construction, maintenance, finance, operations, safety, engineering and the environment
- Established on-time and on-budget performance goals for VDOT and realized significant improvement in the agency's program delivery:

MEASURE	2002	FY2007 YTD
Construction On-Time	20%	90%
Construction On-Budget	51%	90%
Maintenance On-Time	38%	79%
Maintenance On-Budget	59%	89%
Construction Quality (CQIP)	89.8%	90.9%

- Developed a Quarterly Report to convey our progress to the public and our stakeholders
- Improved data integrity for project management and cash management by establishing policies and procedures and assigned accountability
- Implemented an Asset Management System that tracks asset conditions
- Established pavement and bridge performance targets:

MEASURE	FY06 Results	FY07-08 Targets
% of Interstate Pavements Rated Deficient	17.1%	No more than 18%
% of Primary Pavements Rated Deficient	15.8%	No more than 18%
% of Bridges rated as Needing Repair/Rehabilitation	38.6%	No more than 40%

- Eliminated \$867 million of project deficits
- Improved internal financial controls — implementing recommendations contained in the Auditor of Public Accounts' (APA) Special Review of Cash Management and Capital Budgeting Practices. In its 2002 audit, APA listed 50 findings. To date, all 50 have been addressed and 21 have been resolved. A 2006 audit by the Auditor of Public Accounts found no reportable findings for VDOT.
- Guaranteed project budgets — ensured that the total funds allocated to any highway construction project are equal to total expenditures within 12 months following completion of the project (per Section 33.1-12 of the Code of Virginia)



VDOT has completed the first span of the Woodrow Wilson Bridge on time and on budget. The demolition of the old bridge in August 2006 was an explosive milestone marking progress in this \$2.4 billion multi-state project, one of the largest in the nation.

- VDOT construction projects in excess of \$100 million have approved financial plans to ensure that necessary revenues will be available when the project is ready to proceed.
- Developed a Project Cost Estimation System to ensure reliable, consistent cost estimates on all projects
- Implemented an updated revenue estimating system based on the official state forecast by the Virginia Department of Taxation

WORKFORCE TRANSFORMATIONS

- Reduced number of employees from 10,192 in 2002 to approximately 8,800 today, the lowest level since 1965
 - The two state DOTs with larger highway systems, Texas and North Carolina, have 15,000 and 14,700 employees respectively.
 - Simultaneously, we are doing more with less, managing nearly 58,000 miles of highway today vs. 49,800 in 1965
- Streamlined VDOT's management structure to ensure that decision-making authority is assigned to the appropriate area.
 - Transferring appropriate decision-making authority and accountability from headquarters to the field
 - Established Innovative Project Delivery and Innovative Project Finance business units to focus exclusively on developing the full potential of the Public-Private Transportation Act and finding new ways the private sector can help fund and deliver projects
- Consolidated maintenance facility operations from 335 locations to 248 to improve efficiency
 - Implemented a plan to reduce administrative overhead by eliminating 33 supervisory teams and corresponding administrative staff as part of our maintenance facility consolidation
 - Increased span of control for area superintendents to an average of 1:15 from as low as 1:8 in some areas
- Continued working to professionalize the workforce. For example, VDOT increased the number of positions required to be registered professional engineers from 4 to 271.
- Established a Knowledge Management program to capture and preserve knowledge of the most experienced employees
- Established an Executive Leadership program to develop VDOT rising stars into the agency's future leaders